

Impact of Leadership Styles on Job Satisfaction of Customs Employees: A Field Study at the Inspectorate of Customs Departments of Chlef

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Abstract:

This study examines the influence of various leadership styles—democratic, autocratic, and laissez-faire—on the job satisfaction levels of customs employees within the Inspectorate of Customs Departments in Chlef. Employing a descriptive methodology, a questionnaire was administered to a cohort of 173 participants, yielding 159 valid responses. Data analysis was conducted using SPSS V26 software, which uncovered a positive correlation between leadership styles and job satisfaction among the customs employees. It was further noted that the autocratic leadership style predominates within the institution studied.

Keywords: Impact, Leadership Styles, Job Satisfaction, Customs Employees, Field Study, Chlef.

Introduction:

Contemporary societies are undergoing significant technological advancements that are reshaping societal values and influencing both production methods and managerial approaches. These technological strides have not only intensified the focus on scientific research, yielding innovation and added value, but have also bolstered the competitive edge and pioneering stance of organizations.

Within this evolving landscape, human resources stand out as pivotal assets, uniquely capable of innovation and development. It is imperative, therefore, to cultivate these invaluable resources by providing the ideal conditions to foster their creative outputs. Central to this endeavor is the role of leadership, which is instrumental in guiding individual behaviors and motivating team members towards achieving organizational objectives.

The discourse on leadership is varied and rich; the Trait Theory (Al Kamash, 2020, p. 406) explores the innate qualities that may predict effective leadership, positing that leaders are not merely made but are born with certain predispositions that equip them to lead effectively. On the other hand, the Leadership Grid Theory (Al-Sayyid, 2021, p. 40) differentiates leader behaviors that are task-oriented from those that prioritize human relations.

Furthermore, Situational Leadership Theory (Al-Tahir, 2017, p. 62) contends that the effectiveness of a leadership style is contingent upon the context, asserting that no single style is ideal for all situations, nor are there definitive traits that guarantee leadership success. Instead, the efficacy of leadership is often reflected in the organization's overall performance. The relationship between leadership styles and job satisfaction is also significant, as a leader's approach can greatly affect employee morale and satisfaction levels.

1. Problem Statement:

Leadership styles encompass a spectrum ranging from democratic to autocratic to laissez-faire, with each style profoundly influenced by the specific nature of the organization's activities. In private enterprises focused on profit-making within a competitive arena, certain leadership styles may be more prevalent, contrasting sharply with the public sector where government organizations often hold monopolies over service provision.

These services are typically characterized by their continuity, universal accessibility, and lack of competitive pressures, often provided free of charge. This distinction is particularly salient in highly regulated and disciplined sectors such as the customs institution under examination.

The varying leadership styles, along with other factors, can have either a positive or negative impact on the job satisfaction of customs agents. This scenario prompts an exploration into how different leadership styles affect the job satisfaction of customs agents, leading to the formulation of our central research question:

- What is the impact of different leadership styles (democratic, autocratic, laissez-faire) on the job satisfaction of customs agents?

This question further divides into several sub-questions:

- _ What are the prevalent leadership styles within the customs administration?
- _ What is the level of job satisfaction among customs agents at the Inspectorate of Customs Departments of Chlef?
- _ Is there a correlation between leadership styles and job satisfaction among customs agents at this Inspectorate?

2.

Study Limits:

Subjective Limits:

This study is limited to assessing the impact of the prevailing leadership styles within the customs administration on the job satisfaction of customs agents at the Inspectorate of Customs Departments of Chlef.

Spatial Limits:

The focus is specifically on customs employees at the Inspectorate of Customs Departments of Chlef.

Temporal Limits:

The research was conducted during the second half of 2024.

3. Study Hypotheses:

Main Hypothesis:

A statistically significant positive relationship exists, at a significance level of $\alpha \leq 0.05$, between the dimensions of leadership styles (democratic, autocratic, laissez-faire) and the job satisfaction of customs agents at the Inspectorate of Customs Departments of Chlef.

Sub-Hypotheses:

- _ A statistically significant positive relationship exists at a significance level of $\alpha \leq 0.05$ between the democratic leadership style and the job satisfaction of customs agents at this Inspectorate.
- _ A statistically significant positive relationship exists at a significance level of $\alpha \leq 0.05$ between the autocratic leadership style and the job satisfaction of customs agents at this Inspectorate.
- _ A statistically significant negative relationship exists at a significance level of $\alpha \leq 0.05$ between the laissez-faire leadership style and the job satisfaction of customs agents at this Inspectorate.

4. Study Importance:

The significance of this research is rooted in the essential nature of its subject matter. Leadership and its varied styles have a profound influence on job satisfaction, with effective leadership being

integral to the success of organizations in achieving their objectives. Leadership engages directly with the most vital resources—human capital—to generate substantial added value.

In an ever-evolving operational landscape, specific leadership styles are indispensable for managing change with agility and adaptability. Leadership thus emerges as a cornerstone for the success of any entity, be it in the governmental or private sector. Furthermore, this study gains relevance from its focus on a critical institution, pivotal in enhancing the state budget through considerable financial contributions, executing economic and tax policies, and serving a significant social function.

This institution acts as a defense against various social ills and negative phenomena that have profound impacts on both individuals and society as a whole.

5. Study Objectives:

- _ To identify the prevailing leadership styles within the Inspectorate of Customs Departments of Chlef.
- _ To explore the nature of the relationship between the leadership styles—democratic, autocratic, and laissez-faire—and job satisfaction among customs employees at the Inspectorate.
- _ To assess the extent to which different leadership styles influence job satisfaction among the customs employees.
- _ To analyze the theoretical frameworks pertaining to the leadership styles under investigation and their relation to job satisfaction.

6. Theoretical Framework of the Study:

Study Concepts:

A. Leadership:

Leadership has been a focal point of discussion among thinkers, historians, and philosophers for centuries, and interest in this topic has surged, particularly toward the close of the twentieth century, a period characterized by significant advancements across all fields, notably technology. This era saw a heightened emphasis on human resources and their strategic management to meet organizational goals.

Defined in the *Encyclopedia of Social Psychology* as "an aspect of administrative activity that centers on personal interaction between the leader and one or more followers, aimed at boosting organizational effectiveness" (Bilal, 2005, p. 226), leadership involves crucial elements such as

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the ability to foster a sense of responsibility among team members. Rensis Likert further elucidates leadership as "the capacity to maintain a spirit of responsibility among group members and guide them towards shared objectives" (Rensis, 1966, p. 26).

These definitions highlight that leadership not only encapsulates the capacity to unify and guide a team towards common objectives but also underscores the strategic importance of nurturing a collaborative and responsible group dynamic.

B. Leadership Style:

Leadership style pertains to the consistent behaviors a leader employs to influence others and manage tasks to meet objectives (Al-Amiyan, 2008, p. 274). At its core, a leadership style is the methodology adopted by a leader to affect the behaviors and actions of individuals, directing them towards the achievement of collective goals.

C. Democratic Leadership Style:

Democratic leadership is characterized by a participatory approach that includes subordinates in decision-making, distributes responsibilities, and promotes human relations. Also known as participative leadership, this style fosters cooperation, communication, and active involvement in the organizational direction (Avolio, 2003, pp. 53-66).

It is marked by leadership through encouragement and consultation, rather than coercion, emphasizing the inclusion of subordinates in decision-making processes (Al-Karyouti, 2009, p. 206). Democratic leaders are open and inclusive, actively valuing and incorporating subordinates' opinions and suggestions into decision-making, thereby cultivating an environment ripe for collaboration and communication, where feedback is not only encouraged but also integral to organizational decisions.

D. Autocratic Leadership Style:

Known alternatively as authoritarian or dictatorial, the autocratic leadership style involves the leader exerting control through force and strictness to ensure adherence to commands, with minimal flexibility in the execution of instructions. The autocratic leader prioritizes task completion, centralizes authority, and maintains rigid control, thereby restricting subordinates' participation in decision-making (Baghi, 1983, p. 126).

Such leaders often maintain a distinct separation from their subordinates, utilizing threats and pressure to guarantee task fulfillment (Al-Hajri, 2023, p. 6).

E. Laissez-Faire Leadership Style (Free Style):

The laissez-faire or free style leadership allows individuals within the organization substantial autonomy, minimizing direct control by the leader. In this model, the leader delegates decision-making power to subordinates and exerts minimal influence over their actions (Yaghi, 1996, p. 133).

This style presumes that employee potential and capability development are best facilitated by granting them increased authority and independence in their roles. The focus here is on providing overarching guidance and feedback, permitting subordinates to establish their own specific objectives aligned with the broader goals of the organization.

However, this freedom can sometimes result in negative outcomes such as the breakdown of work groups, a predominance of individualism, diminished cooperation, and a general lack of discipline and organizational structure (Nawaf, 1992, pp. 240-249).

F. Job Satisfaction:

Job satisfaction remains a highly explored topic within the fields of sociology, psychology, and management, reflecting evolving perspectives on human resource management. Historically, the primary concern was to ensure satisfactory employee performance, often at the expense of their personal satisfaction.

This approach has progressively shifted towards recognizing and nurturing factors that boost employee satisfaction to enhance overall performance. Job satisfaction is defined as the overall attitude of an employee towards their job, which can manifest as either positive or negative, expressing either enthusiasm or displeasure towards their work (Al-Mutairi, 2019, p. 1512).

It is further described as a positive emotional state derived from an individual's experiences at work, associated with various facets of their professional life (Hinse, 2022, p. 33). Additionally, job satisfaction encompasses a combination of psychological, physiological, and environmental factors that influence an employee's interactions with colleagues and supervisors, and dovetail with their personality traits (Hussein, 2024, p. 871).

Previous Studies:

Several studies have addressed the impact of leadership styles on job satisfaction either directly or indirectly. Here are some significant contributions:

- **Study by Al-Huniti (2024):** This research focused on identifying the leadership styles—democratic, autocratic, and laissez-faire—present in Jordanian schools and their effects on teacher motivation. A stratified random sample of 611 teachers was analyzed. Findings indicated that all three leadership styles were prevalent, with the democratic style being most common, followed by autocratic and laissez-faire. The study also noted no

statistically significant differences in the effects of these styles on teacher motivation across gender, academic specialization, or years of experience.

- **Study by Meney (2024):** This investigation examined the influence of leadership styles on job satisfaction among secondary school teachers in Manduli, Tanzania. Data was collected through a survey administered to 129 individuals from four high schools. The results highlighted that both transformational and laissez-faire leadership styles significantly affected teacher job satisfaction.
- **Study by Al-Hashimi (2024):** This study assessed the prevalent leadership styles within Qatar's sports sector and their impact on job satisfaction. Surveys were distributed to a random sample of 105 employees within the official sports sector of Qatar. It was discovered that the democratic leadership style was most commonly employed, correlating with high job satisfaction among employees. Conversely, the study revealed a negative correlation between both authoritarian and liberal styles and job satisfaction, while noting a positive correlation with the democratic style.
- **Study by HINSE (The Influence of Leadership Style on Job Satisfaction and Presenteeism, 2022):** This research was designed to assess the impact of various leadership styles, including transformational, transactional, and permissive, on employee job satisfaction and presenteeism within different organizational frameworks. The study was divided into theoretical and practical segments, including two practical articles. The first focused on the effects of leadership styles on job satisfaction among police personnel, while the second was entitled "A Comparative Study of the Impact of Leadership Styles on Attendance at Work for Police Officers." The research sample comprised 252 individuals from the public sector and police force. Results indicated that transformational leadership was the most prevalent in the sample and had a notably positive influence on job satisfaction, although it had minimal effect on attendance.
- **Study by Hisham (2019):** This investigation explored the effects of various leadership styles on job satisfaction at a manufacturing firm, specifically the Juice and Canned Food Company Naqous in Batna. A random sample of 132 subordinates directly reporting to department heads was surveyed. Findings demonstrated that the democratic leadership style exerted the most favorable impact on job satisfaction. The study also revealed significant variations in the factors affecting job satisfaction among these subordinates, with no notable differences in job satisfaction related to age or tenure within the company.
- **Study by Al-Mutairi (The Leadership Styles and Their Relation to Job Satisfaction among Faculty Members at the College of Education, University of Hail, 2019):** Aimed at exploring the relationship between leadership styles and job satisfaction, this

study utilized a descriptive methodology, surveying 188 faculty members at the College of Education, University of Hail. The research uncovered statistically significant differences in the leadership styles practiced by academic leaders at the institution. It was found that democratic and transactional leadership styles were positively correlated with job satisfaction, and that variations in job satisfaction correlated significantly with years of experience.

7. Commentary on the Studies:

The present study aligns with previous research in examining the influence of leadership styles on job satisfaction, employing a descriptive approach and utilizing surveys as the primary research tool.

However, it differs from other studies, such as those by Meney (2024) which focused on transformational and laissez-faire styles, and HINSE (2022) which considered transformational, transactional, and permissive styles, as it specifically examines democratic, autocratic, and laissez-faire leadership styles. Additionally, this study is distinct in its scope, focusing on a government sector known for its strict discipline and significant economic role, including its contribution to societal protection against the proliferation of drugs.

8. Methodology:

The research methodology employed was descriptive, focused on analyzing the interaction between the independent variable of leadership styles, which includes democratic, autocratic, and laissez-faire (free) styles, and their influence on the dependent variable of job satisfaction among customs employees. The descriptive approach was instrumental in scrutinizing the connection between these variables and verifying the validity of the research hypotheses concerning job satisfaction levels within the customs department.

8.1 Study Population and Sample:

The study targeted the entire workforce of the Inspectorate of Customs Departments in Chlef, which totaled 173 employees. Surveys were distributed to all these employees, and 159 valid responses were collected, representing the study sample. These surveys were designed to assess both leadership styles and job satisfaction levels using a five-point Likert scale, categorized as follows:

Low		Average		High	
1-1.80	1.81-2.60	2.61-3.40	3.41-4.20	4.21-5	

Reliability Test of the Study Tool:

The reliability of the survey tool was rigorously assessed using Cronbach's Alpha. The sub-scales within the survey were evaluated, and the overall reliability coefficient achieved was 89.9%, indicating a high degree of reliability and consistency of the survey tool used in the study.

Descriptive Analysis of Personal Variables:

The demographic characteristics of the study sample were meticulously analyzed, with the findings presented in the table below. This table outlines key demographic variables such as gender, age, educational level, professional experience, and job category:

Table 1.1 Demographic Variables of the Study Sample:

Variable	Data	Frequency	Percentage
Gender	Male	139	87.4%
	Female	20	12.6%
	Total	159	100%
Age	21-30	6	3.8%
	31-40	93	58.5%
	41-50	22	13.8%
	Over 51	38	23.9%
	Total	159	100%
Educational Level	Middle School	4	2.5%
	High School	131	82.4%
	University	24	15.1%
	Total	159	100%
Professional Experience	Less than 5 years	10	6.3%
	5-10 years	90	56.6%
	10-15 years	21	13.2%
	Over 15 years	38	23.9%

	Total	159	100%
Job Category	Similar Employees	4	2.5%
	Agents	106	66.7%
	Officers	39	24.5%
	Inspectors	9	5.7%
	Supervisors	1	0.6%
	Total	159	100%

The demographic analysis revealed a notable gender disparity, with males constituting 87.4% of the sample. This significant difference is attributed to the physical demands and specific requirements of this semi-military sector, which often necessitates strength and the capability to work under diverse conditions, particularly for field team members. Moreover, the conservative traditions prevalent in the community further complicate female participation in this sector.

The demographic distribution among the employees at the Inspectorate of Customs Departments in Chlef indicates a predominant age group of 31-40 years, which represents 58.5% of the workforce. This is followed by the over 51 age group, making up 23.9%, and those aged 41-50 years at 13.8%. The youngest cohort, aged 21-30 years, accounts for only 3.8% of the total.

This age structure suggests that the majority of the customs workforce is relatively young, which aligns with the physical and intellectual demands typical of customs operations, ideally suited to younger individuals. Nevertheless, there is a significant portion of the workforce that is approaching retirement age, compounded by a hiring freeze in recent years that has aged the workforce demographic. Only recently have efforts been renewed to recruit younger personnel to rejuvenate the workforce and fill gaps left by retiring staff.

Regarding educational attainment, the majority of the customs employees, 82.4%, have completed high school. This is followed by 15.1% who hold a university degree, and a small fraction, 2.5%, with a middle school education. The prevalence of high school education reflects the qualifications required for agent-level positions, which constitute the majority of roles within the customs department.

Additionally, the notable proportion of university graduates can be attributed to ongoing educational advancements among employees, spurred by promotional policies that favor higher academic qualifications and the administration's support for study leaves. This educational policy

has been a motivating factor for many employees to pursue further education, enhancing their qualifications and improving their prospects for advancement within the department.

The professional experience of the employees shows that the largest segment, 56.6%, consists of agents with 5 to 10 years of experience. Those with over 15 years of experience make up 23.9%, followed by employees with 10 to 15 years of experience at 13.2%, and a smaller group, 6.3%, with less than 5 years of experience.

This distribution highlights the depth of experience within the Chlef Customs Inspectorate, equipping a substantial number of employees with the expertise necessary for mastery in customs procedures and positioning them well for leadership and training roles within the organization.

In terms of job roles, agents are the predominant group, constituting 66.7% of the workforce, followed by officers at 24.5%, inspectors at 5.7%, similar employees at 2.5%, and supervisors, who are the smallest group, at 0.6%. The significant representation of agents is indicative of the operational demands that require a large number of personnel for surveillance and control activities across the extensive customs territory.

The smaller proportions of inspectors and supervisors reflect the hierarchical and structured nature of the department, where leadership and supervisory duties are concentrated among fewer individuals, maintaining a functional balance within the organizational hierarchy.

Descriptive Analysis of Study Variables:

This section presents a description of the dimensions of the study variables, along with calculations of the means and standard deviations for the survey statements to determine the relative ranking and degree of agreement for each statement. The results are as follows:

Firstly: Descriptive Analysis of the Independent Variable (Leadership Styles):

This variable is divided into three dimensions, each measured by seven statements:

- Democratic Leadership Style
- Autocratic Leadership Style
- Free Leadership Style

Table 2.1: Descriptive Analysis of the First Dimension of the Independent Variable (Democratic Leadership Style)

Statement Number	Statement	Mean	Standard Deviation	Rank	Degree of Agreement
1	Your leader at work encourages teamwork and cooperation among the team.	2.99	1.082	4	Medium
2	The leader delegates some of their responsibilities to their assistants.	2.84	1.030	5	Medium
3	The leader considers the capabilities of subordinates when assigning tasks.	3.22	1.047	3	Medium
4	The leader involves subordinates in decision-making.	2.78	1.071	7	Medium
5	The leader works to boost the morale of the subordinates.	2.82	1.034	6	Medium
6	The leader allows agents to express their opinions and considers targeted suggestions.	3.31	0.974	1	Medium
7	The leader shows flexibility in executing orders and regulations.	3.28	0.982	2	Medium
Overall for Democratic Leadership Style		3.01	0.980		Medium

The table displays the means, standard deviations, and degrees of agreement for statements regarding the first dimension of the independent variable (Democratic Leadership Style). The means range from 2.78 to 3.31, indicating a medium to high level of agreement. Statement 6, which states that "The leader allows agents to express their opinions and considers targeted suggestions," ranked highest with a mean of 3.31 and a standard deviation of 0.974.

The lowest-ranked statement was number 4, "The leader involves subordinates in decision-making," with a mean of 2.78 and a standard deviation of 1.071. The overall mean for the democratic leadership style is 3.01, suggesting that the principles of democratic leadership are moderately prevalent in the studied institution.

Table 3.1: Descriptive Analysis of the Second Dimension of the Independent Variable (Autocratic Leadership Style)

Statement Number	Statement	Mean	Standard Deviation	Rank	Degree of Agreement
8	The leader prioritizes work over the needs of the agents.	3.70	0.823	3	High
9	The leader strictly handles absences and is intolerant of mistakes, not considering the agents' circumstances.	3.34	0.973	6	Medium
10	The leader spends most of their time discussing work problems in detail.	3.21	1.002	7	Medium
11	The leader monopolizes all authority.	3.79	0.666	1	High
12	The leader focuses on strict application of regulations.	3.74	0.695	2	High
13	The leader is concerned with the quantity of work completed, even at the expense of quality.	3.42	0.957	4	High
14	The leader is dogmatic, disregarding the opinions of subordinates.	3.35	0.962	5	Medium
Overall for Autocratic Leadership Style		3.45	0.790		High

This table presents the means, standard deviations, and degrees of agreement for the statements of the second dimension of the independent variable (Autocratic Leadership Style). The means range from 3.21 to 3.79, indicating a medium to high level of agreement. Statement 11, "The leader monopolizes all authority," ranks highest with a mean of 3.79 and a standard deviation of 0.666, showing a prevalent autocratic behavior.

In contrast, Statement 10, "The leader spends most of their time discussing work problems in detail," ranks lowest with a mean of 3.21 and a standard deviation of 1.002. The overall mean of 3.45 suggests a high presence of autocratic leadership behaviors within the customs administration.

Table 4.1: Descriptive Analysis of the Third Dimension of the Independent Variable (Free Leadership Style)

Statement Number	Statement	Mean	Standard Deviation	Rank	Degree of Agreement
15	The leader is lenient with subordinates about leaving work.	2.68	0.943	6	Medium
16	Each subordinate independently handles their personal opinions in work situations.	2.93	1.032	3	Medium
17	The leader does not follow up on guidance and notes given to subordinates.	2.82	1.012	5	Medium
18	The leader shirks responsibilities and lacks a clear plan for managing work.	2.62	0.932	7	Medium
19	The leader relies on subordinates to assess their performance.	3.43	0.917	1	High
20	The leader is indifferent to criticisms directed at them.	2.87	0.966	4	Medium
21	The leader does not attempt to solve problems and maintains a passive stance towards them.	3.40	0.968	2	High
Overall for Free Leadership Style		2.95	0.885		Medium

Table 4.1 delves into the laissez-faire or free leadership style within the customs administration, providing insights into how this less directive leadership approach is perceived by employees. The means of the statements in this dimension range from 2.62 to 3.43, reflecting a medium level of agreement overall, which suggests a moderate presence of laissez-faire leadership behaviors.

Specifically, Statement 19, which posits that "The leader relies on subordinates to assess their performance," achieved the highest mean of 3.43 with a standard deviation of 0.917. This indicates a significant degree of delegation and trust in subordinates' self-assessment capabilities.

On the other end, Statement 18, "The leader shirks responsibilities and lacks a clear plan for managing work," scored the lowest with a mean of 2.62 and a standard deviation of 0.932, highlighting concerns regarding the absence of structured leadership and accountability in some

areas. The overall mean for this leadership style sits at 2.95, pointing to a measured but noticeable adoption of laissez-faire practices within the institution.

Secondly: Descriptive Analysis of the Dependent Variable "Job Satisfaction"

The analysis of job satisfaction is derived from responses to 15 statements designed to measure various aspects of employee satisfaction within the customs environment. This segment explores the correlation between leadership styles and job satisfaction:

Descriptive Analysis of the Dependent Variable "Job Satisfaction"

Statement Number	Statement	Mean	Standard Deviation	Rank	Degree of Agreement
22	Communication with my leader is clear and open.	3.28	0.975	10	Medium
23	I feel that my leader appreciates my efforts at work.	3.33	0.998	8	Medium
24	My leader listens to my concerns and allows me to present my suggestions.	3.33	1.017	9	Medium
25	The administration provides good opportunities for promotion.	3.46	0.960	6	High
26	My job position involves a variety of diverse and multiple tasks.	3.18	1.053	11	Medium
27	I consider the authority delegated to me by the leadership as sufficient.	3.63	0.861	3	High
28	My job helps me to take responsibility.	3.16	1.088	13	Medium
29	Leadership gives me the opportunity to use the best methods to perform my work.	3.50	0.980	5	High
30	My leadership interprets and clarifies regulations and decisions.	3.83	0.686	1	High
31	Leadership applies decisions and instructions to everyone without	3.18	1.271	12	Medium

	discrimination.				
32	The salary I receive corresponds with the effort I put in.	2.24	0.984	15	Low
33	I feel the salary and incentives system implemented by the administration is fair.	2.54	0.946	14	Low
34	Society views my job with respect and appreciation.	3.56	0.911	4	High
35	My job helps me acquire knowledge and experience.	3.70	0.808	2	High
36	Overall, I feel satisfied with my job.	3.36	0.957	7	Medium
Overall for Job Satisfaction		3.29	0.867		High

The analysis of these statements provides a nuanced understanding of the factors contributing to job satisfaction among customs employees. High-ranking statements, such as "My leadership interprets and clarifies regulations and decisions" with the highest mean of 3.83, underscore the importance of clear leadership communication and regulatory transparency.

In contrast, the low score for statement 32 regarding salary correlation with effort (mean 2.24) highlights areas of discontent and potential focus for improvement. The overall mean of 3.29 for job satisfaction suggests a generally positive outlook, though it varies across different facets of job experience. This variability underscores the complexity of job satisfaction and its sensitivity to multiple influencing factors within the organizational context.

Thirdly: Hypothesis Analysis:

1. Main Hypothesis:

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There is a statistically significant effect at the significance level $\alpha \leq 0.05$ of leadership styles (democratic, autocratic, free) on job satisfaction among customs employees at the Chlef Customs Inspectorate.

Job Satisfaction							
Leadership Styles	R Correlation Coefficient	R ² Determination Coefficient	T-value	F-value	Regression Coefficient B	Sig.	Variable
	.772 a	.596	2.196	76.181	.948	.000	

The regression model results indicate a correlation coefficient (R) of 0.772 and a determination coefficient (R²) of 0.596, meaning that leadership styles account for 59.6% of the variance in job satisfaction among customs employees, considering the determination coefficient. The regression coefficient B of 0.948 is statistically significant, and the F-value of 76.181 is statistically significant at the significance level ($\alpha \leq 0.05$).

ANOVA (Analysis of Variance) for Regression:

Source of Variance	Sum of Squares	Degrees of Freedom	Mean Squares	F-value	Sig.	Hypothesis Result
Regression	19.615	3	6.538	76.181	.000b	Accept Hypothesis
Error	313.30	155	086.			
Total	32.919	158				

The above table shows the ANOVA analysis for testing the significance of the regression, where the Sig. value is (0.000), less than 0.05, leading us to reject the null hypothesis and accept the alternative hypothesis. This confirms that leadership styles significantly positively affect job satisfaction among customs employees at the Chlef Customs Inspectorate.

2. Sub-Hypotheses:

There is a statistically significant positive effect at the significance level $\alpha \leq 0.05$ between the democratic leadership style and job satisfaction of customs employees at the Chlef Customs Inspectorate.

Job Satisfaction Analysis:

Variable	Significance (sig)	Regression Coefficient (B)	F-value	T-value	Determination Coefficient (R ²)	Correlation Coefficient (R)	Leadership Style
Democratic Leadership	0.000	0.615	117.896	10.858	0.429	0.655	

The regression model results for the first sub-hypothesis demonstrate a correlation coefficient (R) of 0.655 and a determination coefficient (R²) of 0.429. This indicates that democratic leadership is responsible for 42.9% of the variance observed in job satisfaction among the employees of the customs department. The regression coefficient (B) of 0.615, along with the corresponding T-value, underscore its statistical significance, affirming robust support for the relationship posited.

ANOVA (Analysis of Variance) for Regression:

Source of Variance	Sum of Squares	Degrees of Freedom	Mean Squares	F-value	Significance (Sig.)	Hypothesis Result
Regression	14.118	1	14.118	117.896	.000b	Accept Hypothesis
Error	18.801	157	0.120			
Total	32.919	158				

The ANOVA analysis corroborates the presence of a significant effect (Sig. = 0.000), thereby lending credence to the alternative hypothesis that democratic leadership style has a positive influence on job satisfaction among the personnel at the Chlef Customs Inspectorate.

There is a statistically significant effect at the significance level $\alpha \leq 0.05$ between the autocratic leadership style and job satisfaction of customs employees.

Job Satisfaction						
Leadership Style	Correlation Coefficient (R)	Determination Coefficient (R ²)	T-value	F-value	Regression Coefficient (B)	Significance (sig)
	725.a	526.	13.201	174.444	486.	0.000

The regression results for the second sub-hypothesis display a correlation coefficient (R) of 0.725 and a determination coefficient (R²) of 0.526, suggesting that autocratic leadership is responsible for 52.6% of the variance in job satisfaction. The regression coefficient (B) of 0.486 is confirmed as statistically significant by the T-value and significance level.

ANOVA (Analysis of Variance) for Regression:

Source of Variance	Sum of Squares	Degrees of Freedom	Mean Squares	F-value	Significance (Sig.)	Hypothesis Result
Regression	17.326	1	17.326	174.444	.000b	Accept Hypothesis
Error	15.593	167	0.099			
Total	32.919	168				

This ANOVA table substantiates the rejection of the null hypothesis and the acceptance of the alternative hypothesis, affirming a positive impact of autocratic leadership on job satisfaction.

There is a statistically significant effect at the significance level $\alpha \leq 0.05$ between the free(laissez-faire) leadership style and job satisfaction of customs employees.

Job Satisfaction						
Leadership Style	Correlation Coefficient (R)	Determination Coefficient (R ²)	T-value	F-value	Regression Coefficient (B)	Significance (sig)
	620 ^a	0.384	9.893	97.926	0.506	0.001

The regression results for the third sub-hypothesis indicate a correlation coefficient (R) of 0.620 and a determination coefficient (R²) of 0.384, illustrating that free leadership contributes to 38.4% of the variance in job satisfaction. The regression coefficient (B) of 0.506 is statistically significant, validated by the T-value and significance level.

ANOVA (Analysis of Variance) for Regression:

Source of Variance	Sum of Squares	Degrees of Freedom	Mean Squares	F-value	Significance (Sig.)	Hypothesis Result
Regression	12.646	1	12.645	97.926	.000 ^b	Accept Hypothesis
Error	20.274	167	0.129			
Total	32.919	168				

The above table confirms that the free leadership style significantly affects job satisfaction among customs employees at the Chlef Customs Inspectorate, substantiating the positive influence of this leadership style on job satisfaction.

Conclusion:

From the data analyzed, the following conclusions have been reached:

- _ The autocratic leadership style is prevalent within the study's target institution, reflecting its strict and disciplined nature. Autocratic leadership scores an average of 3.45, followed by democratic leadership at 3.01, and laissez-faire leadership at 2.95.
- _ A statistically significant correlation exists between the three leadership styles and job satisfaction among customs employees. Autocratic leadership explains 52.6% of the variance in job satisfaction, while democratic and laissez-faire leadership styles account for 42.9% and 38.4% respectively. Additional factors account for the remaining variance.
- _ The influence of financial incentives on job satisfaction is relatively minimal compared to other factors. This is highlighted by the low average scores for salary and wage fairness, which are 2.42 and 2.54 respectively.
- _ Despite the dominance of autocratic leadership, the presence of democratic and laissez-faire leadership practices has a beneficial impact on job satisfaction among customs employees.

Recommendations:

- _ Although the autocratic style is justified by the quasi-military structure of the institution, promoting a culture that supports the expression of constructive ideas, creativity, and

involvement in decision-making and its implementation could enhance both job satisfaction and performance.

- _ It is crucial to implement a strategic leadership approach within the institution's management practices.
- _ The leadership cadre within the customs institution should be upgraded to align with modern leadership theories in human resource management.
- _ Formulate a training policy focused on continuity and adaptability to changes in the external environment while fostering emerging leaders within this sector.
- _ Create a work environment that meets the expectations of employees and fosters their creativity.
- _ Apply regulatory and legal frameworks flexibly to facilitate the achievement of the institution's objectives.
- _ Reassess the material incentive schemes to ensure employee satisfaction and safeguard them against various work-related temptations.

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